

# WT 125 Generational Plan

## Colleges and Responsibility Areas

### **Date**

March 26, 2018

### **Area of Responsibility Name**

College of Nursing and Health Sciences

### **Introduction**

The mission of West Texas A&M University's College of Nursing and Health Sciences is to develop professional and academic leaders in the health professions through technology-rich, rigorous educational programs that engage students effectively, provide high quality clinical services to patients and clients, as well as contribute meaningful scholarship including evidence-based practice within a diverse and inclusive student-centered community. In short, we exist to prepare highly qualified and ethical graduates for work in a variety of health professions, thus enhancing the quality of life for the region.

As the University approaches its quasiquicentennial, the following issues are key to the College of Nursing and Health Sciences:

1. Facilities
2. Scholarships
3. Freshman Class Enrollment and Retention
4. Faculty Recruitment, Retention, and Development
5. Serving Constituents in the Panhandle

### **Theme Group Name**

Intellectual Resources

### **CNHS Facilities**

The core of the campus, its heart, is the flow of intellectual resources, insight and wisdom. No aspiration of WT 125 will be achieved without substantial commitments in information technology, the library, the PPHM, and other resources, including an adequate facility for the Department of Nursing which will power the mind and provide insights to students, faculty, as well as the Panhandle community.

Nursing is one of many vital elements within healthcare and it is a comprehensive one that caters to multiple aspects of patient care. Due to unprecedented growth in the healthcare sector around the world, a large number of nursing staff is, and will continue to be, needed across the globe. Since 1974 the Department of Nursing at West Texas A&M University has educated students to become registered nurses, as well as nurse

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practitioners, many of whom remain in the Panhandle, improving the health, productivity, and security of citizens in the region. The Department of Nursing at West Texas A&M University (WT) is within the College of Nursing and Health Sciences, which has existed as an academic unit since 2006. The WT Department of Nursing's baccalaureate program is approved by the Texas Board of Nursing (TBON) and is accredited by the Commission on Collegiate Nursing Education (CCNE).

WT Nursing graduates' NCLEX rates (RN licensure examination) for the past six years have averaged 96.7% (Data as of January, 2017 from the TBON. National Average = 84.3%; TX Average = 87.1%; TTU HSC Average = 93.9). We challenge any university in Texas to use its tuition dollars and state appropriations as efficiently as West Texas A&M. Within the past year, the Department of Nursing has received the following national recognitions:

- 2017 Guide to Online Schools: Top Online Colleges: Best Value Nursing (#23)
- 2017 U.S. News and World Report: Best Online Programs Graduate Nursing (MSN) (#87)
- Nonprofit Colleges Online Best Online BSN Program: Students Before Profits Award 2018 (#10)
- 2018 Guide to Online Schools: Top Accredited Online Master's in Nursing (MSN) Programs (#15)
- 2018 Guide to Online Schools: Most Affordable Online Colleges for Master's in Nursing Degrees (#9)
- 2018 Guide to Online Schools: Best Value – Bachelor's (#7)
- 2018 TopRNtoBSN.com: 50 Most Affordable Online RN to BSN Programs (#1)
- 2018 Value Colleges: Top 50 Best Value Online MSN Programs (#24)
- 2018 Nurse Journal ORG: America's Best All-Around Nursing Schools (#49 Midwest Region)
- 2018 Registered Nursing.org: Best BSN Programs in Texas (#5)

WT's Department of Nursing not only shines on licensing examinations, and national recognitions, but shines in the community as well. Faculty and students engage in medical outreach including the semiannual Inner City Health Fair. Through these health fairs, WT nursing students provide health screenings, immunizations, hygiene products, food, and other services to the homeless population in Amarillo.

As the only four-year institution of higher education in the Texas Panhandle, West Texas A&M University is a vital part of the economic sustainability of the region through educational advancement. WT's Department of Nursing, is effective, uses resources well, partners with both education and healthcare, and is making a positive difference on the health, productivity, and well-being in our region.

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### Key Idea (1)

#### **Key Idea (1)**

At present, the College's Department of Nursing is located partially in Old Main (the Department Administrative Suite; faculty offices); while the remainder of the Department is located in the Bivins Nursing Learning Center (BNLC). The BNLC is a structure from the early 1960's not initially intended, nor designed for a Department of Nursing. While this facility has recently undergone a renovation (albeit largely aesthetics), the building's HVAC, plumbing, and current square footage are inadequate for the Department's number of undergraduate and graduate curricula; faculty; as well as current and anticipated enrollment.

#### **Goal 1:**

First, a decision/recommendation must be made regarding the long-term future of the BNLC. Is it to remain? If so, for how long, and for what purpose? If it remains, what is to be done with the footprint of the current Meat Lab? Should the BNLC be razed (re parking for the forthcoming football stadium)? If the plan is to remove the BNLC, when? What then, is the next facility for nursing? A new (ground up) health sciences building on campus? The ongoing Campus Master Plan being developed by Perkins+Will offers some direction and a recommendation in this regard. However, sooner, rather than later, this decision needs to be made.

#### **Action(s) 1.1:**

Once direction for the long-term solution for a Nursing facility is made, funding possibilities need to be identified and pursued. A new Nursing facility represents a very good opportunity for major donors to become involved (naming the College; naming the building; sponsoring classrooms; sponsoring laboratories; sponsoring simulation rooms).

#### **Measurable Outcome(s) 1.1.1:**

A final decision on the long-term future of the BNLC.

A decision concerning a Health Sciences building to be constructed on campus.

The identification of funding sources.

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### **Theme Group Name**

Financial Resources

### **CNHS Scholarships**

Access to a college education is one important indicator of family and individual success. However, a changing and challenged economy, severe disinvestment in postsecondary education by states, and rising college costs have combined to create a higher education environment as fiscally challenging as the nation has ever seen. WT is a Hispanic Serving Institution, and concomitantly enrolls a substantial number of first generation college students – these families may be of low socioeconomic status (SES), thus the expense of college can be overwhelming. As per Forbes.com, student loan debt is now the second highest consumer debt category - behind only mortgage debt - and higher than both credit cards and auto loans. There are more than 44 million borrowers with \$1.3 trillion in student loan debt in the U.S. alone. The average student in the Class of 2016 has \$37,172 in student loan debt. Increasing the number of, and amount of scholarships available to students enrolling in the College of Nursing and Health Sciences can certainly mitigate the aforementioned. Moreover, in 2015-16, baccalaureate graduates from WT's College of Nursing and Health Sciences reported starting salaries higher than the national average (\$63,402 vs. \$42,153); while master's recipients also outpaced the national average in salaries (\$76,206 vs. \$58,610). Obviously, an education from the College of Nursing and Health Sciences provides a good return on investment.

### **Key Idea (1)**

#### **Key Idea (1)**

While the College's scholarship portfolio has grown and continues to do so, the majority of scholarships are endemic to the Department of Nursing. This skewed phenomenon per se is not problematic as Nursing is the largest Department in the College. However it is a bit troublesome that the other two Departments (Communication Disorders as well as Sports and Exercise Sciences) have a disproportionately smaller number of, and amount of monies in their respective scholarships.

#### **Goal 1:**

The College has secured endowed scholarships from (or on behalf of) the following since 2010:

- Ed and Margaret Roberts Foundation
- The Anna Belle Kritser II Foundation
- Crystelle Waggoner Charitable Trust, Bank of America
- Walter Allison, M.D.
- Michael Feland and Candice Feland
- Ryan Strong Memorial Scholarship in Sports and Exercise Sciences
- Joe and Laura Street

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- John and Sally Carmen
- Betty Kembel Nursing Scholarship
- Christopher Cory Golden Memorial Nursing Provost Leadership Scholarship
- GENEX Services, LLC Nursing Scholarship
- Ada Lenore Hammonds Dick Undergraduate Nursing Scholarship
- Faith Medical Clinic Nursing Scholarship
- Peggy Bruckner Scholarship in Communication Disorders
- Joyce Clark establishing the Martha Biglow Nursing Scholarship
- Harrington Regional Medical Campus Scholarship
- Diversity in Nursing Scholarship

The aforementioned individuals and foundations must continue to be served by the College to not only maintain these scholarships, but to increase the corpus of each as well.

### **Action(s) 1.1:**

In addition to increasing the corpus in each of the already established scholarships, it is imperative that new endowed scholarships be instituted. As the College grows in enrollment, there will be a parallel need for additional scholarship dollars. According to the most recent survey from the National Center for Education Statistics (NCES), only 12.8 percent of all undergraduate students receive a private scholarship. For a student seeking financial assistance for college, those numbers do not provide much encouragement. The simple fact is that there are more students seeking financial assistance than ever before, but not enough programs to help meet the demand. Fortunately, many civic groups, companies, and even private citizens are stepping up by starting their own scholarship programs. The CNHS must take advantage of the aforementioned.

There are multiple healthcare facilities in Amarillo and the region which have yet to establish scholarships within the CNHS. These facilities need to be identified, and communicated with. Creative possibilities include establishing scholarships for students who agree to remain in the region and/or agree to provide healthcare for a particular facility/clinic upon graduation and credentialing. Loans are also an option in this regard in the form of the loan being repaid/forgiven in return for a period of time the student practices with the donor's healthcare facility.

### **Measurable Outcome(s) 1.1.1:**

Tracking the corpus balances in the established endowed scholarships.

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Increasing the number of new endowed scholarships from:

1. Individuals,
2. Foundations,
3. Healthcare Facilities

### **Theme Group Name**

Undergraduate Academics

### **Undergraduate Enrollment**

"Fifteen years from now more than half of the universities [in America] will be in bankruptcy," predicts Harvard Business School Professor Clayton Christensen. He's not alone. Financial services firm TIAA CREF anticipates closures among the "1,600 schools in the U.S. with little or no name recognition." Moody's credit agency offered an even darker analysis foreseeing for a "death spiral of closures" among colleges.

And it's not just analysts outside higher education who are worried. In a recent survey, "only fifty-six percent of [college] presidents expressed confidence about the sustainability of their institution's model over the next five years, with this number dropping to a dismal 39 percent over ten years."

### **Key Idea (1)**

#### **Key Idea (1)**

WT's CNHS is very dependent on the number in its freshman class. While the CNHS has one of the smaller student bodies among WT's Colleges (albeit growing at a rate which has outpaced the University's growth since 2010), we routinely have the largest, or second largest freshman class. Moreover, our students tend to remain loyal (enrollment-wise) to the College.

There are five million allied health care providers in the United States, who work in more than 80 different professions and represent approximately 60% of all health care providers. The number of allied health care providers is likely to increase as jobs in the health care industry is projected to grow from 15.6 million to 19.8 million between 2010 and 2020. An increasing number of those jobs will require people with baccalaureate and graduate degrees. Also note that nation-wide baccalaureate students are moving away from majors in education, the humanities, as well as liberal arts; and largely moving toward majoring in health-related disciplines.

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### **Goal 1:**

As noted previously, the College has experienced a very strong enrollment growth since 2010 (up 40.5%); nearly all of this student growth is in undergraduate enrollment. While increased graduate student numbers is important, and accordingly initiatives are being worked on to achieve such:

MSN which can be completed 100% online, and

MS in Sports and Exercise Sciences (Sport Management Option) recently approved for online delivery.

While increased graduate student numbers is important, it is the opinion of the CNHS that the greatest potential for enrollment, and community impact has been, and will remain in undergraduate education.

### **Action(s) 1.1:**

The CNHS has multiple action options to foster undergraduate enrollment growth:

- Discussion with Amarillo College regarding allied health programs, which currently require an associate's degree are transitioning over the next decade to having a baccalaureate as the entry-level degree for practice (e.g., occupational therapy assistant).
- Finalize the option for Blinn College allied health graduates to earn a baccalaureate in Health Sciences via the RELLIS Campus in College Station. Multiple discussions have taken place, and continue to occur in this regard. In spring 2018, a RELLIS faculty member needs to be hired to teach Health Promotion; Epidemiology; and Medical Terminology. Proposals have been made for students in each of six allied health programs at Blinn to complete "Bridge Semesters" to prepare them in the matriculation of an associates from Blinn directly into the Health Sciences baccalaureate from WT.
- Much more recently, as per the Texas Department of State Health Services, and the Texas Center for Workforce Studies, the supply of RNs in Texas was projected to be 200,663 RN FTEs in 2015, with demand for 215,636, leaving a deficit of 14,973 RN FTEs. By 2030, the supply of RN FTEs is expected to grow by 35.4% to 271,667, while demand will grow by 53.8% to 331,638, leaving a deficit of 59,970 RN FTEs (compare this deficit number with the fact that from 2012 to 2016, the entire state of Texas graduated a total of 9945 students who became RNs). Based on these data, 20% of the projected demand for RNs in 2030 will not be met. In short, the College exists to

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prepare highly qualified and ethical graduates for work in a variety of health professions, thus enhancing the quality of life for the region. One strategy to enhance the quality of life in our region is to foster improved health care; and one way we can do just that is to accept and graduate additional baccalaureate educated registered nurses. To accomplish such, we need additional faculty. A proposal for two new faculty lines in the BSN curriculum for FY 19 was prepared for submission and consideration. Additionally, a proposal is being prepared to create an Endowed Chair in Nursing. Collectively, the aforementioned proposals potentially mean three new Nursing faculty and some 20 new students per cohort admitted into the Nursing Program.

- The CNHS has two award-winning online baccalaureate programs – RN-BSN, and Health Sciences. While enrollment is growing for both curricula; ongoing, innovative marketing and advertising for these must continue (particularly, but not solely to community college students). The RN-BSN is not encumbered by a maximum student: teacher ratio as in the traditional BSN program.
- Continue to market the College's curricula via:
  - GeoFencing (currently Health Sciences; RN-BSN)
  - Participation in the RELLIS Campus initiative
  - Articulation Agreements with various community colleges; professional schools; graduate programs at other institutions
- Begin marketing on behalf of the recently approved all-online MS in Sport Management within the Department of Sports and Exercise Sciences
- GeoFencing
- Hardcopy letter campaign to all public school (K-12) physical educators, coaches in the region
- Maintain on-going academic accreditations:
  - Communication Disorders – AHSA; CCA
  - Nursing – CCNE

### **Measurable Outcome(s) 1.1.1:**

Total College enrollment

Freshman enrollment

FTFT Fall to Fall retention

Graduation rates and numbers

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### **Theme Group Name**

Human Capital

### **Faculty Development**

Faculty and staff are the University. We must recruit, reward and retain the very best. The prime goal of all faculty and staff, at every level, must be teaching and the support thereof in its diverse manifestations. Once at WT, the University must commit resources to help the faculty become influential pedagogues and scholars. Similarly it is imperative that faculty take advantage of said resources and assume responsibility for their own professional development.

### **Key Idea (1)**

#### **Key Idea (1)**

Attracting, developing and retaining faculty and staff with an assured pipeline of qualified people is essential for success of any organization. Leveraging and nurturing these assets for continuous growth of the organization is equally important for someone serving in academics. Excellence in the educational sector depends on the kind of people it is able to enlist and retain. Of paramount importance, it is the faculty that sets the tone of an educational institution to move forward. The hiring of faculty has become a major challenge for higher educational institutions, yet a much bigger challenge is that of a high turnover, since a number of faculty members switch organizations. The sudden loss of the knowledge pool impacts existing academic plans of organization in a negative manner. This has resulted in a scenario where institutions are vying with each other to attract and retain the best available faculty talent. Therefore, it is of utmost importance that WT's CNHS design and pursue policies/mechanisms so as to compete well in the market place to attract and retain the best faculty talent possible.

#### **Goal 1:**

At present, the University boasts of some 34 faculty Professorships, and Endowed Chairs; the CNHS sponsors none. Note, one Professorship was secured initially by CNHS (specifically for Communication Disorders), but now has administrative oversight by the Provost's Office. The College is currently close to finalizing full funding for the Northwest Texas Health Systems / Eunice King Professorship in Nursing. We are in preliminary discussions to begin seeking an Endowed Chair in Nursing (see above), along with even more preliminary planning for a Professorship with BSA Hospital (again in Nursing).

The CNHS must henceforth make concerted efforts to secure funding for additional

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Professorships and Endowed Chairs. These will not only (potentially) mean new faculty positions; but provide professional development funding for current faculty as well. End result will help recruit and retain quality faculty for the College.

### **Action(s) 1.1:**

Finalize funding for the Northwest Texas Health Systems / Eunice King Professorship in Nursing. The corpus is currently (January, 2018) within \$18,000 of reaching the \$100,000 minimum. At present, proposals have been sent on behalf of this Professorship. Additionally, we are working with members of the CNHS Advisory Board as well as administration at Northwest Texas Health Systems to complete the funding. The result will be a Dedicated Education Unit between the WT Department of Nursing and Northwest Texas Health Systems. This Dedicated Education Unit will allow more WT Nursing students to experience all of their hospital clinical rotations at Northwest, as well as allow additional students to be admitted; thus eventually adding more RNs to the local healthcare community.

### **Action(s) 2.1:**

Once the King Professorship (see above) comes to fruition, other medical centers in Amarillo will be approached with ideas for partnering for new endowed faculty development opportunities.

### **Action(s) 3.1:**

Seek funding for professorships with area/regional foundations.

### **Action(s) 4.1:**

Seek funding for new Endowed Chairs from area/regional foundations.

### **Measurable Outcome(s) 1.1.1:**

Number of Professorships in the College.

Number of Endowed Chairs in the College

Total amount of monies in CNHS Professorships and Chairs.

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### **Theme Group Name**

The Panhandle and Its Heart – The I-27 Corridor

### **Service to Constituents in the Panhandle**

The mission of West Texas A&M University's College of Nursing and Health Sciences is to develop professional and academic leaders in the health professions through technology-rich, rigorous educational programs that engage students effectively, provide high quality clinical services to patients and clients, as well as contribute meaningful scholarship including evidence-based practice within a diverse and inclusive student-centered community. In short, we exist to prepare highly qualified and ethical graduates for work in a variety of health professions, thus enhancing the quality of life for the region.

### **Key Idea (1)**

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Based on what we believe to be reliable (2017) data on behalf of Nursing:

There are (approximately) a total of 3863 RNs in the Texas Panhandle (Top 26 Counties in the state). This number includes Diploma school RNs (172), Associate Degree RNs (2153), BSNs (1160), those with a baccalaureate in another discipline (15), MSNs (349), master's degrees in another discipline (1), as well as 13 who have a doctorate in nursing.

The number of BSN graduates from WT presently working in the Panhandle is 356; while 100 have graduate degrees in Nursing from WT.

Thus:

11.8% (456/3863) of all the RNs in the Panhandle are WT alumni.

30.7% (356/1160) of all BSN RNs in the Panhandle are WT alumni.

35.0% (100/286) of the Advanced Practice RNs (APRNs) in the Panhandle are WT alumni.

Additionally, from on our own Office of Career Services, between 2010 and 2016, WT had 648 total undergraduate nursing students; 442 of whom (68.2%) were employed in the Texas Panhandle. This information is based on a 61% undergraduate knowledge rate. Therefore, it is safe to say the vast majority (nearly 70%) of WT nursing graduates remain in the Panhandle for their careers.

West Texas A&M University's Speech and Hearing Clinic – currently located in the Virgil Henson Activity center on campus – is an outpatient clinic offering speech therapy in Amarillo and Canyon. We also offer hearing evaluations and amplification for all ages in Amarillo and Canyon. Services are provided by

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graduate student clinicians in the Communication Disorders program. Clinicians are supervised by licensed and certified Speech-Language Pathologists who are WTAMU faculty. Multiple Communication Groups are served in the Clinic including Alzheimer's, Aphasia, and Parkinson's. The Clinic will move to the forthcoming Amarillo Center in summer of 2018 allowing for an expansion in scope of clientele from the region served in this facility.

The Panhandle Area Health Education Center is one of five Centers in the West Texas area. Panhandle AHEC provides services to the top twenty counties in the Texas Panhandle. The mission of Panhandle AHEC is to address the health care provider shortage and improve health care access in West Texas through education and development of the health care workforce.

To accomplish its mission, Panhandle AHEC focuses on the following strategies:

- Introduce youth, K-12, to health careers
- Support rural clinical training for students who are in the health professions
- Provide practice support to existing health care professionals
- Promote healthy living

Panhandle AHEC provides a variety of services to the health care community as well as information to high school students on the various health care careers that are available.

The Wellness Council, which has committee oversight for WellWT assists in the development of plans, strategies, and initiatives to increase employee interest and participation in wellness programs in accordance with guidelines established in TAMUS Regulation 31.02.13, Wellness Programs, Section 5. Program details of services provided by WellWT are found at <http://wtamu.edu/about/well-wt.aspx>

Thus, one can see that the relationship between the CNHS and the Panhandle is critical.

### **Goal 1:**

Increase enrolment, retention, graduation rates in:

- Communication Disorders
- Health Sciences
- Nursing
- Sports and Exercise Sciences

Increase participation of WT faculty and staff in WellWT.

Increase participation, and eventually the scope of practice in the newly established WT Nursing

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Health & Wellness Clinic, located in room 120 of the Bivins Nursing Learning Center.

Increase participation, and scope of practice in the forthcoming WT Speech and Hearing Clinic on the first floor of the Amarillo Center (opening August, 2018).

Increase participation, as well as number of clients served during the semiannual Inner City Health Fair.

### **Action(s) 1.1:**

The College proposes a concept which has been implemented in a few universities as of late. One that will transform the campus ethos to one which includes (emphasizes) living well. Possible outcomes for such may include:

- Increase enrollment and student retention
- Reduce the need for mental-health services
- Reduce the incidence of drug use
- Reduce the incidence of binge drinking
- Increase student GPA
- Reduce the incidence of student behaviors resulting in police intervention

Need to emphasize that the proposed concept/initiative (proposed name – West Texas Total Wellness [WTTW]) is not a program; rather a change in the entire campus ethos to foster wellness, and healthy life choices.

WTTW can incorporate multiple academic units:

- Sports and Exercise Sciences
- Nursing
- Psychology
- Sociology/Social Work
- School of Music
- Agriculture
- Dance
- Panhandle Area Health Education Center (Panhandle AHEC)

Additional involvement from:

- WellWT
- WT Nursing Health & Wellness Clinic

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- Recreation Services
- Virgil Henson Activity Center
- Counseling Services
- Dining Services
- Residence Life
- Student Affairs
- Student Health Services
- Student Disability Services
- WT Ministerial Alliance
- IT to develop a WTTW App for keeping track of; and reminding users of healthy lifestyle choices

Off campus participation from:

- Amarillo Department of Public Health
- High Plains Food Bank
- Texas A&M AgriLife and Extension
- Palo Duro Canyon

The development of a course – or courses (for Core 90?) addressing brain health; mindfulness; life choices; fitness; meditation; interpersonal relationships; consequences; community involvement. There are too many opportunities to make unhealthy decisions. Give the campus community opportunities and reasons to make healthy choices; to make choices which will positively impact themselves and their community, they will.

Chem-Free living options on campus for students.

Incentivize faculty, staff, and students to make healthy choices.

Perkins+Will has recommended a number of changes to the campus in its latest iteration of the WT Campus Master Plan. One of these recommendations includes making the campus more pedestrian and bicycle friendly. This suggests the need to improve the safety of the streets surrounding campus (reducing automobile traffic; increasing opportunities for more walking, jogging, biking); and improving the quality and number of sidewalks on campus.

This region enjoys nearly 3,300 hours of sunshine per year; on any given day, there is a 74% chance the sun will be shining. We have incredible opportunities for both road

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biking as well as mountain biking. We have an outdoor, recreational friendly region. Why not make WT an outdoor, recreational, as well as wellness friendly? Perkins+Will have recommended that WT become a "bicycle oasis" complete with bike share opportunities and a bicycle service center on campus.

The idea that environment (facilities, programming) can have a positive effect on health outcomes is a generally accepted truth today. But what about the community outside a university's campus? What effect can a campus which emphasizes a holistic approach to fitness, wellness, and disease prevention have on the morbidity, mortality, health and wellness of its surrounding area?

Connecting design to population health overall is a topic that Jason Harper, senior medical planner and associate principal at Perkins+Will (New York), says has been percolating for 20 years, especially in light of the past decade's alarming rise in lifestyle-related chronic conditions like obesity and diabetes."

Expertise at WT along with expertise in the Amarillo medical community can form an alliance to address health, wellness, and become a center of excellence in preventive lifestyle/medicine for our students and citizens. Improved health yields greater productivity, more financial security, and higher quality of life.

### **Measurable Outcome(s) 1.1.1:**

No information submitted

### **Appendices and Additional Facts and Analysis**

No Information Submitted

### **References**

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<https://www.greatvaluecolleges.net/30-great-schools-promoting-healthy-living-on-campus/>